

PROVINCE OF SASKATCHEWAN



10-11

ANNUAL REPORT

**MINISTRY OF FIRST NATIONS
AND MÉTIS RELATIONS**



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This annual report is also available in electronic format from the Ministry's website at
<http://www.fnmr.gov.sk.ca>

Letter of Transmittal - Minister



July 2011

His Honour, The Honourable Dr. Gordon L. Barnhart
Lieutenant Governor of Saskatchewan

May it Please Your Honour:

I respectfully submit the Annual Report of the Ministry of First Nations and Métis Relations for the fiscal year ending March 31, 2011.

The Government of Saskatchewan is committed to delivering and building on its promises to Saskatchewan people. Saskatchewan's economy is leading the nation and our population is growing at its fastest rate in over 50 years. The benefits of this growth enhance the quality of life for all our citizens.

Our Ministry works with First Nations, Métis and northern peoples, other provincial ministries, the federal government, local governments and business to ensure that Saskatchewan's Aboriginal people and northerners have opportunities to participate and share in this economic and social development. I believe this 2010-11 Annual Report reflects significant progress in achieving this and honouring the commitments that have been made.

Government has defined its direction for ministries and has communicated this direction through vision and goals released with the 2011-12 Budget.

To support Government's commitment to increased accountability, the initiatives pursued in 2010-11 and the results achieved, are communicated to the legislature and to the Saskatchewan people through this Annual Report. This document not only serves as an important accountability piece, but can help determine future planning and resource allocation.

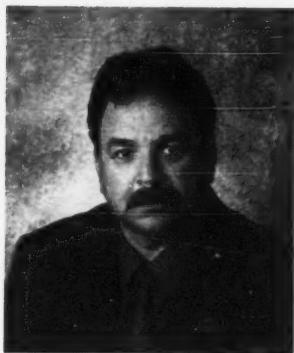
This year has truly been a time of relationship building and partnership development. This collaborative approach will ensure participation and consultation with First Nations, Métis and northern people on provincial legislation, policies, and issues of mutual concern creating a comprehensive strategy that is more reflective of our diverse population.

I am pleased with the progress and outcomes reflected in this report, and look forward to reaping the benefits of the strong foundation that has been established.

A handwritten signature in black ink, appearing to read "Ken Cheveldayoff".

The Honourable Ken Cheveldayoff
Minister of First Nations and Métis Relations

Letter of Transmittal - Deputy Minister



June 2011

**The Honourable Ken Cheveldayoff
Minister of First Nations and Métis Relations**

Dear Sir:

I have the honour of submitting the Annual Report of the Ministry of First Nations and Métis Relations for the fiscal year ending March 31, 2011. As the official responsible, I confirm that the information is accurate, complete and reliable, and that every effort has been made to ensure transparency and accountability.

In addition to financial and management control responsibilities, I have worked diligently to achieve the vision and goals set forth by Government, as reflected in the report I submit to you today.

A handwritten signature in black ink, appearing to read "Ron Crowe".

**Ron Crowe
Deputy Minister of First Nations and Métis Relations**

Introduction

This annual report presents the Ministry of First Nations and Métis Relations' activities and results for the fiscal year ending March 31, 2011. It reports to the public and elected officials on public commitments made and other key accomplishments of the Ministry.

Results are provided on the publicly committed strategies, actions and performance measures identified in the Ministry's Plan for 2010-11. This report also demonstrates progress made on Government commitments as stated in the *Government Direction for 2010-11*, the Minister's Mandate letter, throne speeches, and other commitments.

The 2010-11 Annual Report sets the stage for the 2012-13 planning and budgeting process by providing an opportunity to assess the accomplishments, results, and lessons learned, as well as, identifying how to build on past successes for the benefit of Saskatchewan people.

Alignment with Government's Direction

The Ministry's 2010-11 Annual Report aligns with Government's vision and three goals:

Our Government's Vision

A secure and prosperous Saskatchewan, leading the country in economic and population growth, while providing a high quality of life for all.

Government's Goals:

- Sustain economic growth for the benefit of Saskatchewan people, ensuring the economy is ready for growth and positioning Saskatchewan to meet the challenges of economic and population growth and development.
- Secure Saskatchewan as a safe place to live and raise a family where people are confident in their future, ensuring the people of Saskatchewan benefit from the growing economy.
- Keep Government's promises and fulfill the commitments of the election, operating with integrity and transparency, accountable to the people of Saskatchewan.

Together all ministries and agencies support efforts to achieve Government's goals and work towards a secure and prosperous Saskatchewan. The Ministry works with the leadership of other government ministries and agencies, the Federation of Saskatchewan Indian Nations (FSIN), Métis Nation - Saskatchewan (MN-S) and northern leaders and engages in cross-government approaches to address complex issues facing Saskatchewan's First Nations, Métis and northern communities. First Nations and Métis Relations (FNMR) develops provincial policy, provides policy engagement and relationship advice, implements government's land, consultation and gaming obligations and delivers northern economic programs. Productive relationships are key to capitalizing on common interests and real opportunities that, in turn, help advance government's interests in building safe, healthy and vibrant First Nations, Métis and northern communities.

Ministry Overview

Mandate

The Ministry strengthens relationships between First Nations and non-First Nations people in the spirit of the Treaties and ensures that First Nations and Métis peoples are consulted on provincial legislation and policies that may impact their legal rights and interests. The Ministry works with First Nations, Métis and northern people, other provincial ministries, the federal government, local governments, and business to ensure that Saskatchewan Aboriginal people and northerners have opportunities to participate in and benefit from economic and social development.

Structure

The Ministry currently has four major areas:

- First Nations and Métis Affairs Division;
- Northern Affairs Division;
- Communications; and
- Finance, Accountability and Corporate Services.

The Ministry's organization chart provides more details on page 28.

Office and Employee Locations

To carry out these programs and services, the Ministry had approval to employ 65 staff in permanent offices in Regina and La Ronge, as well as two field offices in Buffalo Narrows and Creighton. Given normal staffing turnovers, only 60 positions were staffed.

Key Programs and Services

In 2010-11, FNMR fulfilled its mandate in the following ways:

- The First Nations and Métis Affairs Divisions' activities improve outcomes for First Nations and Métis people by fulfilling mandated and legal obligations, providing policy leadership, developing partnerships with ministries, agencies, First Nations and Métis peoples, federal departments, municipalities and the private sector.

- Lands and Consultation Branch provides policy leadership on obligations related to Treaty Land Entitlement (TLE) and consultation matters, leads negotiations of TLE claims, coordinates implementation of TLE and Specific Claims agreements, oversees implementation of the *First Nations and Métis Consultation Policy Framework (CPF)* and the Consultation Participation Fund;
- Strategic Initiatives Branch leads the collaboration of First Nations, Métis, industry and government in strategic processes of engagement and facilitates opportunities for First Nations and Métis economic engagement;
- Relationships and Policy Branch facilitates Government of Saskatchewan relationships with First Nations, Métis and other levels of government and supports provincial ministries in their efforts through leadership in social policy and partnership development.
- The Northern Affairs Division works to enhance the quality of life of northern people through the coordination of effective and authentic economic and social development:
 - Economic Development Branch develops, implements and administers programs, services and policies that foster growth and development of entrepreneurs, businesses, and industries in northern communities and regions;
 - Social Development Branch engages northern citizens in the development of a shared and collaborative plan of action to enhance the quality of life for people in northern Saskatchewan;
 - Industry and Resource Development Branch administers mine surface lease agreements and monitors mining developments in the north and

Ministry Overview

facilitates relationships in support of the development of other key northern resource sectors including forestry, commercial fishing, trapping and tourism.

- The Communication Branch within the Ministry strives to ensure the consistent, effective, comprehensive, and innovative delivery of communication services. Public and media relations, communication strategies, stakeholder engagement, visual identity, and the dissemination of information are managed in a consistent, accountable, and transparent way across government. Communication's professionals at FNMR are committed to providing quality services to establish effective communication vehicles to reach our very diverse stakeholder groups, widely-dispersed throughout the province, ensuring everyone is engaged and has a voice in determining Saskatchewan's future.
- Finance, Accountability and Corporate Services provides financial, human resources and operations leadership and support to FNMR. In addition, the Gaming Unit manages the agreements and the relationships with First Nations Trust (FNT), Community Development Corporations (CDC), Clarence Campeau Development Fund (CCDF) and fosters economic and social development through the Gaming Agreements.

Progress in 2010-11

This report provides results related to Government's strategic priorities as outlined in the Minister's Mandate letter, Speeches from the Throne, the 2010-11 Budget, the Ministry's 2010-11 Strategic Plan and other key government commitments.

GOVERNMENT GOAL – ECONOMIC GROWTH

The Ministry of First Nations and Métis Relations supports the Government's goal to sustain Economic Growth for the benefit of Saskatchewan people, ensuring the economy is ready for growth and positioning Saskatchewan to meet the challenges of economic and population growth and development.

Provide Government Oversight for Effective Consultation and Accommodation Policy and Participation

Results:

- The Government of Saskatchewan's new CPF was released on June 15, 2010 and the Ministry began to coordinate the implementation of the CPF with ministries, agencies and the Crown sector. Implementation activities were ongoing throughout the year and included work with other ministries to develop operational procedures and to ensure the consistent and effective implementation of the CPF. The Ministry also provided policy orientation sessions on the CPF for government officials who are engaged in consulting with First Nations and Métis communities as well as a number of presentations made at national conferences and to various ministries, agencies and Crown Corporations. (Minister's Mandate letter, Throne Speeches)
- The Government also supports the participation of First Nations and Métis in Government duty consultations through its First Nations and Métis Consultation

Participation Fund (Fund). FNMR participated in a LEAN initiative aimed at streamlining the funding process to reduce the processing time of applications to the Fund. As a result of this exercise, FNMR, in collaboration with the inter-ministry committee, contributed to the work on updating the Fund criteria and ensuring the alignment of the Fund criteria with the new CPF. It is anticipated that the updated Fund criteria will be made available early in 2011-12.

- The concept and structure of the Exploratory Phase was approved by Cabinet in May 2010. Commencement of the Exploratory Process has been delayed. (Minister's Mandate letter)
- Government consultations with First Nations and Métis to meet legal obligations are undertaken by consulting ministries and agencies as required. FNMR assisted a number of ministries that undertook consultations with First Nations and Métis. (Minister's Mandate letter)

Measurement Results:

Progress on developing and delivering Government of Saskatchewan First Nations and Métis Consultation Policy Framework

- The courts have said that the purpose of consultations is to advance and establish reconciliation through respectful and lasting relationships between First Nations and Métis people and governments. Consultation must take place before the development and/or implementation of legislation, policy, program, permit or other activity that could adversely affect Treaty, First Nations or Métis rights. The risks of not undertaking the duty to consult in a rigorous, coordinated, and meaningful way include strained relationships with First Nations and Métis groups, delays to resource development and revenues to

Progress in 2010-11

the Province due to legal challenges, or other actions, and reduced confidence in Saskatchewan's economy.

- The Government developed and released the First Nations and Métis CPF which ensures Government meets its legal duty to consult and objectives to protect Treaty and Aboriginal rights; advance reconciliation between Aboriginal peoples and non-Aboriginal society and their interests; and promote certainty for investment in the Province for the benefit of all Saskatchewan people.
- FNMR provides government oversight for the implementation of the CPF across government and advises ministries, agencies and Crowns on the policy as required. FNMR also chairs an inter-ministry committee which meets regularly to address outstanding implementation issues. To assist with the implementation of the new CPF, ministries, agencies and the Crown sector including Environment, Agriculture, Municipal Affairs, Highways and Infrastructure and Crown Investment Corporation (CIC) have either completed the development of their operational procedures in alignment with the new CPF or are in the process of doing so.

Number of First Nations and Métis organizations supported through consultation participation grants

Fiscal Year	Grant Amount	# of Applications Supported
2010-11	\$1.7M	16
2009-10	\$0.5M	11
2008-09	\$2.0M	44
2007-08	\$1.3M	19

Source: FNMR, Aboriginal Consultation Unit

The Consultation Participation Fund provides assistance to First Nations and Métis to participate in consultations where government activities, decisions actions may potentially impact Treaty or Aboriginal rights. Funding is made available through applications that meet the Fund criteria.

There were more funding requests and grant applications supported in 2010-11 than in the previous year. The pressures on and allocations from the Fund reflect trends in exploration and development and government regulatory changes.

A process that enables government to resolve the five outstanding issues from the 2008 Roundtable on First Nation and Métis Consultation and Accommodation

The Exploratory Process has been delayed from the anticipated fall 2010 launch.

Advance economic development for First Nations, Métis and northern people

Results:

The Northern Development Fund (NDF) was established to stimulate and support economic and business development in northern Saskatchewan, and to encourage diversification and job creation.

The grant component provides grants for marketing, research and development, organizational development and business skills training, and financial support to youth entrepreneurs for business skill development. The loan component provides loans to eligible northerners involved in primary production activities (i.e. commercial fishing, trapping and wild rice production).

Progress in 2010-11

NDF Grant Program

2010-11 NDF Grants by Type		
	Approved	Disbursed
Youth Entrepreneurship	\$57,499	\$54,841
Marketing, Promotion, Research and Development	\$101,802	\$77,980
Business Skill and Organizational Development	\$49,907	\$49,907
Total	\$209,208	\$182,728

Approved 30 grants for a total of \$209,208 (disbursed \$182,728).

Grants disbursed are lower than grants approved due to recipients not yet having completed their projects, or not using the total amount approved.

NDF Primary Production Loan Program

Loan Summary	
Loans Approved	\$212,430
Average approved loan	\$7,587
Total loans outstanding as of March 31, 2011	\$509,598

Approved 28 of 39 loan applications for a total of \$212,430.

Loans are available to qualified applicants for commercial fishing, trapping and wild rice production.

The Commercial Fishing Freight Subsidy and Price Support Program advanced \$250,850 for payments to northern fishers.

This program provides financial support for the commercial fishing industry in northern Saskatchewan through two components: a freight subsidy and a price-support mechanism. The freight subsidy helps equalize transportation costs for fishers from different regions throughout the north. The price-support mechanism compensates for reduced market prices or increased operating costs related to the harvest of one species only - mullet (suckers).

Through the Tools and Training component of the Northern Enterprise Regions program:

- Substantial work was completed in 2010-11 on a baseline framework and database of socio-economic analysis for use by Northern Enterprise Regions (NERs) in identifying opportunities and establishing priorities. Participants in this process (and users of the information) have indicated that this is the most comprehensive economic analysis ever performed in the north. This analysis will be finalized in early 2011-12. (Minister's Mandate letter)

- Organizational documents were finalized for the Northern Enterprise Council (NEC). The NEC is used to advance northern-wide opportunities, share best practices, and create efficiencies among the regions. The NEC includes board and staff representatives from each of the three NERs, along with FNMR representatives, and has been in operation since June 2010. Logos were developed for use by the NERs, as well as for the Northern Economic Summit.

- In partnership with the Saskatchewan Economic Development Association (SEDA) and Enterprise Saskatchewan (ES), the Grow Our Region website (www.growourregion.ca) was launched. It is intended to become the "go to" portal for information sharing and collaboration for economic development in the north.

- In partnership with SEDA and ES, participated in the planning and delivery of the Grow Saskatchewan provincial conference. This October 2010 conference had approximately 300 delegates from across the province learn about new tools and best practices in regional economic development. NER representatives had a chance to network with their colleagues from the 13 southern Enterprise Regions.

- Marketing and communications plan were developed and implemented. Announcing

Progress in 2010-11

the launch of the three NERs in various northern publications and on northern radio.

Support for northern resource sectors:

- Based on ongoing consultations and consideration of the Saskatchewan Cooperative Fisheries Ltd. (SCFL) preferences for the future organization of the commercial fishing industry, government announced its decision, in March 2011, to withdraw Saskatchewan from the 1969 *Freshwater Fish Marketing Agreement* with Canada in April 2012. After April 1, 2012, Saskatchewan commercial fishers will be free to process and market fish for export.
- Northern Affairs Division provided a \$150,000 grant to assist SCFL to pay legal, accounting, and business consulting costs, as well as some costs of presenting a revised Offering Memorandum to potential northern investors. The SCFL continues its work to develop a new business plan for the processing and marketing of Saskatchewan commercially caught fish.
- In recognition of the fundamental change that will be presented by an open market for this sector, Northern Affairs Division, in consultation with Environment, has begun to assess changes that need to be made to various policies and programs that have been in place to support the sector.
- Delivery of the 15-year old Northern Saskatchewan Environment Quality Committee (NSEQC) program continues to ensure that community-nominated representatives, from some 32 northern communities affected by northern uranium mining developments, have the opportunity to discuss and provide input on the industry's existing operations, and all new project proposals.
- With Advanced Education, Employment and Immigration, Northern Affairs Division has developed a new, more efficient reporting framework for mining companies to report progress on Human Resource Development Plans, and other socioeconomic benefits commitments made under their Mine Surface Lease Agreements.
- FNMR began work with the other members of the Northern Mines Monitoring Secretariat to map overall provincial and federal regulatory processes that apply to the development life cycle of mining operations on Crown lands in the Northern Administration District.
- A review of the Northern Labour Market Committee mandate and operations was completed and determined that the committee was effective in bringing partners together to address labour market issues in the north. No major changes were proposed.
- FNMR worked with a number of agencies, including CCDF, MN-S, ES, the Saskatchewan Métis Economic Development Corporation, and Indian and Northern Affairs Office of the Federal Interlocutor (OFI) for Métis and Non-Status Indians to support the development of a Saskatchewan Métis Economic Development Strategy. This phase of the work was successfully completed and CCDF now leads the development of a Métis Economic Development Sector. FNMR continues to look for opportunities to support the CCDF's work in developing the sector.
- On March 29, 2011, SaskPower, the Government of Saskatchewan and the First Nations Power Authority (FNPA) signed a Memorandum of Understanding (MOU). This partnership is designed to assist First Nations power producers in advancing power generation projects to SaskPower. (Minister's Mandate Letter).

Progress in 2010-11

Strengthen the investment framework for northern industry

Results:

As one of the most broadly-based and largest ongoing public consultation and community involvement initiatives focusing on Canadian resource development, improvements continued to be made, throughout the year, to NSEQC communications, including the consideration of adopting additional means to share information with northerners on NSEQC activities, as they relate to the monitoring of Saskatchewan's uranium industry.

FNMR's Northern Mines and Benefits Unit negotiated and completed, with the Ministry of Environment, amendments (expansions) to northern mine surface lease agreements for the Seabee gold mine and McArthur River uranium mine. Negotiations began for a lease amendment for the Cigar Lake uranium mine and a new mine surface lease agreement for a proposed Goldfields gold mining project.

This unit also continued liaison and discussions with the Ministries of Environment and Energy and Resources' officials to clarify Crown land administrative responsibilities related to the clean-up underway of the former Gunnar uranium mine/mill site near Uranium City.

Engage northern people in the provincial workforce

Results:

Continued to co-chair the Northern Labour Market Committee in support of its efforts to increase Northerners' participation in the workforce through such initiatives as Northern Career Quest as well as the longstanding Multi-Party Training Plan (MPTP) with its mining industry and federal government partners. The MPTP has resulted in more than \$60 million in commitments towards training for northerners to compete for jobs in the expanding northern mining sector.

The Government of Saskatchewan worked with northern leaders and communities in developing four broad pillars that cover all aspects of social and economic development

in the north: *Healthy People, Educated Citizens, Safe Communities and a Strong Economy.*

Three measures included in FNMR's 2009-10 Strategic Plan dealing with workforce measures were removed in 2010-11. The first, was the number of First Nations and Métis people hired by the Aboriginal Employment Development partner employer organizations. This measure was removed since the Aboriginal Development program no longer exists in the Ministry,

The other two measures dealt with Aboriginal and non-Aboriginal employment rates and educational attainment which were removed since the data used for these measures was obtained from Statistics Canada and was only available every five years, therefore it was found not to be timely enough

Fostering Economic and Social Development Through the Gaming Agreements

Results:

Monitored and managed the Province's obligations under the Gaming Framework Agreement with respect to the FNT and CDCs.

Distributed \$40.42 million to the FNT, representing 25 percent of the annual net profits of the two casinos operated by the Saskatchewan Gaming Corporation (SGC) and 50 percent of the annual net profits of the five on-reserve casinos operated by the Saskatchewan Indian Gaming Authority (SIGA).

Distributed \$13.32 million to five CDCs, representing 25 percent of the annual net profits earned by the on-reserve casinos.

Monitored and managed the Province's obligations under the *Saskatchewan Gaming Corporation Act* and the agreement between the Province and Métis Nation – Saskatchewan with respect to CCDF also known as the Métis Development Fund (MDF).

Distributed \$2.51 million to the CCDF, designed to support business and community development and management skills for Métis-owned businesses and entrepreneurs.

Progress in 2010-11

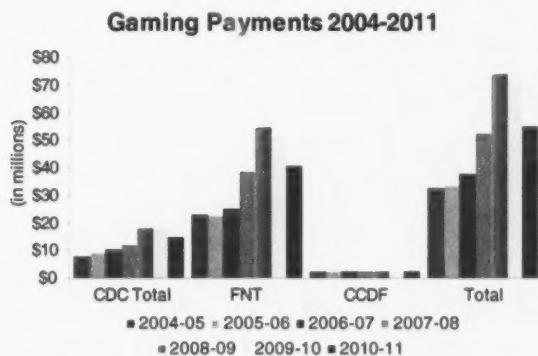
FNMR worked with the Ministry of Tourism, Parks, Culture and Sport (TPCS) to implement a new formula of provincial gaming revenues for CCDF. The new formula, which was publicly released with the March 24, 2010 Provincial Budget, changes the arrangement under which the Community Initiatives Fund (CIF) and the CCDF receive gaming revenue. The result was an increase of approximately \$500K in gaming revenue to the CCDF in 2010-11.

The new arrangement moves from a static contribution of \$2 million to the CCDF each year to a formula driven arrangement under which CIF and the CCDF share 25 percent of net gaming revenues from SGC based on an 80/20 split (CIF/CCDF) on the first \$10 million and an equal share (50/50) of any remaining funding effective 2010-11.

More information on the Gaming Framework Agreement can be found at <http://www.fnmr.gov.sk.ca/gaming/>.

Measurement Results:

Gaming Payments



(Table based on data from FNMR Gaming Branch)
Source: FNMR, Gaming Trust and Grants Branch

This graph measures the dollars that are provided to First Nations and Métis from gaming. Funds provided to CCDF are used for economic development purposes. Métis CDC and FNT funds are used for economic, social and other charitable purposes in all Saskatchewan First Nation communities

and the area surrounding the First Nation casinos for First Nations and non-First Nation charitable purposes.

GOVERNMENT GOAL – SECURITY

The Ministry of First Nations and Métis Relations supports the Government's goal to secure Saskatchewan as a safe place to live and raise a family where people are confident in their future, ensuring the people of Saskatchewan benefit from the growing economy

Improve the well-being of at-risk First Nations and northern Saskatchewan residents

Results:

The Government of Saskatchewan recognizes the need to coordinate government activities on northern drug and suicide issues through a comprehensive northern strategy. A new Social Development Branch was established with two full-time employees to oversee policy and social development in northern Saskatchewan.

The Social Development Branch coordinated an inter-ministry effort to secure additional funding for the delivery of more suicide prevention, intervention and postvention training for local community residents in northern Saskatchewan.

The Northern Leaders Table was established and is comprised of six leaders representing New North, northern Métis Area Directors, Prince Albert Grand Council, and Meadow Lake Tribal Council. A representative from each of the provincial and federal governments also participates at the table. It is a major achievement to have this diverse group at one table for the same purpose, committed to working together.

The Northern Leaders Table developed a Statement of Collaboration and Terms of Reference that confirms commitment by all parties to work in a collaborative and cooperative manner while participating at the Northern Leaders Table for the purpose of positively influencing a wide range of northern social and economic development outcomes.

Progress in 2010-11

The Northern Affairs Division continued its support for the Path to Extreme Success (PX2) Youth Leadership Training in the north. PX2 is a curriculum designed exclusively for youth. Building on program delivery that occurred in 2009-10, an implementation plan to deliver PX2 more extensively in the north was supported by the Tools and Training component of the Northern Enterprise Regions.

Fifty-five people from throughout the north (36 youth and 19 stakeholder representatives) attended PX2 Youth Leadership Training in La Ronge on February 10 and 11, 2011. FNMR provided \$10,000 to support PX2 Youth Leadership Training for approximately 50 youth and young adults in La Loche in January 2011.

Measurement Results:

Develop a comprehensive Northern Action Plan to address social and economic issues and opportunities in the North

Engagement and direction from northerners are of great importance to the development of a plan of action. The Northern Action Plan is organized around four key pillars: *Healthy People, Educated Citizens, Safe Communities, and Strong Economy*. As a government-wide initiative it involves the collaboration of many government ministries as well as the participation of non-government organizations, federal government, First Nations and Métis organizations, northern municipalities, industry and communities. (Minister's Mandate letter)

A number of suicide prevention, intervention and postvention training initiatives have taken place in various northern communities with local community members and have achieved the following results: four new certified *safeTALK* (Tell, Ask, Listen, and Keep safe) Trainers (prevention); approximately 90 people received Applied Suicide Intervention Skills Training (intervention); approximately 100 people attended trauma retreats (postvention); and, three new certified Trauma and Grief

Specialists (postvention) are in place to provide future training workshops.

Work to ensure that all First Nations children with intensive medical needs receive care similar to that of other children

Results:

FNMR continued to lead the Government's efforts on implementing *Jordan's Principle* by working closely with the Ministries of Health, Social Services and Education, the Federation of Saskatchewan Indian Nations on behalf of the Saskatchewan First Nations, and the Government of Canada as represented by Health Canada and Indian and Northern Affairs Canada. Progress is being made toward development of protocols and tools that will ensure First Nations children with intensive medical needs receive care similar to that of other children in the same geographic area; and to ensure any disputes between governments do not interfere with those children receiving the care they need. (2008 Western Premiers' Conference Commitment, Throne Speech 2008)

GOVERNMENT GOAL – PROMISES

The Ministry of First Nations and Métis Relations supports the Government's goal to keep Government's promises and fulfill the commitments of the election, operating with integrity and transparency, accountable to the people of Saskatchewan

Fulfill the Province's Land Claim Obligations with First Nations

Results:

FNMR coordinates the implementation of Treaty Land Entitlement (TLE) Agreements with 33 entitlement First Nations, including processing of payments under the TLE Agreements. The last payment to Canada for the Kawacatoose TLE Settlement Agreement was made in June 2010.

Progress in 2010-11

The negotiations of four TLE claims with Canada and the Mistawasis First Nation, Big Island Lake Cree Nation, Sakimay First Nation and Ahtahkakop First Nation were ongoing.

FNMR engaged in ongoing collaboration and policy leadership with other ministries to address First Nations' land issues and facilitate the implementation of Specific Claim land selections with 14 First Nations.

In partnership with Information Technology Office, the Lands Unit successfully implemented a new database for tracking land claims and detailed land descriptions that became operational in November 2010. (Minister's Mandate letter)

Measurement Results:

Treaty Land Entitlement First Nations that have achieved their shortfall acres



Source: FNMR-TLE tracking system, based on schedules provided by Indian and Northern Affairs Canada (INAC)

Progress related to this measure is a key indicator of the Ministry's success in ensuring that all provincial obligations related to TLE are fulfilled. The reserve creation process is complex and requires the cooperation of all three parties to the agreements specifically, the federal and provincial governments and each Entitlement First Nation (EFN).

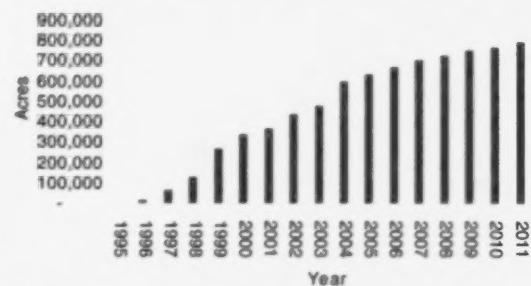
Through the TLE Settlement Agreements, 33 First Nations must acquire, at a minimum, the amount of land that should have been received at the time of Treaty signing for reserve creation purposes. This is known as

"shortfall acres" and each EFN has a different set amount. The EFNs must acquire and transfer their shortfall acres to reserve status before the Treaty obligation to land will have been met.

To March 31, 2011, twenty-seven of the 33 EFNs have obtained their shortfall acres since the signing of the *Saskatchewan Treaty Land Entitlement Framework Agreement* in 1992. Yellow Quill First Nation was the latest EFN that achieved its shortfall acres on March 20, 2011. The total combined shortfall acreage for the 33 EFNs is 547,677 and the 27 EFNs that have achieved this goal account for 457,432 acres or 84 percent.

Creation of TLE reserve acres

Cumulative Acres in Reserve Status



Source: FNMR-TLE tracking system, based on schedules provided by INAC

The chart above shows the amount of land acquired and transferred to reserve status (reserve acres) each year since the *Saskatchewan Treaty Land Entitlement Framework Agreement* was signed in 1992. For the fiscal year 2010-11, 28,276 acres were transferred to reserve status under the 33 TLE Agreements.

The total amount of land that has been transferred to reserve status under the TLE Agreements is 791,675 acres with a current potential of 2.3 million acres to transfer to reserve status. The 2.3 million acres account for the maximum amount of acres that all 33 EFNs may acquire for reserve creation purposes. Shortfall acres are the minimum

Progress in 2010-11

amount that must be acquired and transferred to reserve status.

All three parties to the TLE Agreements have a role in addressing outstanding issues prior to the transfer of lands to reserve status. The Ministry serves as a single window for the provincial government and coordinates the review of land pursuant to the TLE Agreements and is responsible to ensure that all provincial interests have been addressed prior to reserve creation.

This measure, along with the previous measure, is a key indicator for the Ministry's success in ensuring that all provincial obligations related to TLE are fulfilled.

Strengthen partnerships with First Nations, Métis and northern people, and the federal government to address social and economic issues and opportunities

Results:

The Ministry actively worked with many ministries, including: Advanced Education, Employment and Immigration; Corrections, Public Safety and Policing (CPSP); Education; Health; and Social Services, on developing Saskatchewan's Children and Youth Agenda in relation to First Nations and Métis engagement on government-wide initiatives:

- Child Welfare Review
- Autism Spectrum Disorder and Fetal Alcohol Spectrum Disorder
- First Nations and Métis Education and Employment Strategy
- Saskatchewan Police and Partners Strategy to Reduce Crime and Violence

FNMR engaged on issues that have an impact on First Nations, Métis and northern people through participation on various inter-ministerial committees such as the Provincial Partnership on Missing Persons, the Child Abuse and Sexual Exploitation Committee and the Interpersonal Violence and Abuse Committee. Those committees, which involved Health, Social Services, Justice, CPSP, Attorney General, and FNMR,

collaborated to ensure a government-wide approach to sexual exploitation and child abuse.

The Ministry supported the work of provincial Aboriginal women's organizations through the Saskatchewan First Nations Women's Commission and the Saskatchewan Aboriginal Women's Circle Corporation. These provincial women's organizations address priority issues including interpersonal violence and leadership training of their members at the community level.

FNMR advised and contributed to the Ministry of Health's work and negotiations with the FSIN and Canada related to the *MOU on First Nations Health and Well-Being*. The MOU commits all parties to a joint planning process for First Nations health in order to eliminate the gap in health status between First Nations people and other Saskatchewan residents. FNMR contributed by having an official sit as a member of the Steering Committee whose role is to guide the planning and implementation of the MOU. FNMR assisted directly with the negotiations of the draft First Nations Health and Wellness Plan, as well as provided advice to the Ministry of Health on relationships with the FSIN and the federal government.

Under the Bilateral Protocol (Protocol), Premier Brad Wall and Cabinet Ministers met with FSIN Chief Guy Lonechild and the four Vice Chiefs on May 11, 2010. The Ministry supported FSIN Protocol activities as a means of ensuring open communication and a joint effort to address the opportunities and challenges facing First Nations.

Under the Bilateral Process, Premier Brad Wall and MN-S President Robert Doucette met on May 5, 2010 to discuss issues of mutual interest. The Ministry supported MN-S Bilateral Process activities in order to ensure open communications and relations between the two organizations and joint efforts to address the opportunities and challenges facing Métis people in Saskatchewan. In addition, FNMR funding to the MN-S leveraged \$285K from the federal government to develop a workplan agreed to by all three parties to address MN-S governance and capacity issues.

Progress in 2010-11

On behalf of government, the Minister of FNMR signed a MOU with the MN-S to develop a long-term agreement which recognizes and accommodates Métis food harvesting rights in Saskatchewan.

FNMR led an Inter-ministry Committee on Urban Aboriginal issues which engaged 12 ministries in providing analysis, policy and program coordination and support on issues affecting urban Aboriginal people in Saskatchewan. The Committee also helped to implement the federal government's Urban Aboriginal Strategy (UAS) in Saskatchewan, which is administered by OFI. The UAS program objectives are consistent with the Government of Saskatchewan's commitments for education, skills training and employment opportunities for Aboriginal people, youth initiatives, benefits for families and increasing economic development opportunities for First Nations and Métis people.

The Government of Saskatchewan participated in self-government negotiations with Meadow Lake First Nations and Canada, which began in 1996. In June, 2010 FNMR informed the Meadow Lake First Nations and Canada of the Government's intention to conduct an in-depth review to assess the current provincial self-government policy. As a result, Saskatchewan has taken a hiatus from negotiations until the review is completed.

The Province sat as an observer at the bilateral self-government discussions between the Whitecap Dakota First Nation and Canada. As an observer, Saskatchewan does not participate in the bilateral discussions, but is able to keep abreast of issues and interests discussed by the two parties.

The Minister along with his Aboriginal Affairs Working Group (AAWG) colleagues presented a report detailing the activities and outcomes of the working group, which was accepted by the Premiers in August, 2010. Following the direction provided by the Premiers, the AAWG completed work plans and began their implementation. FNMR has participated in AAWG since it was created by the Council of the Federation in June 2009. It is comprised of Provincial/Territorial Ministers of Aboriginal Affairs and the leaders of the five national Aboriginal organizations.

FNMR worked with the Ministries of Advanced Education, Employment and Immigration and Education to develop a strategy to address education and employment gaps experienced by First Nations and Métis people. The strategy includes negotiations with the FSIN toward an Agreement to Establish a Joint Task Force on Improving Education and Employment Outcomes in Saskatchewan and negotiations with the federal government and FSIN toward a MOU to address priority issues related to education and employment outcomes for Saskatchewan First Nations. (2007 and 2008 Throne Speech)

FNMR participated in the Human Services Integration Forum to promote collaboration across government for improved prevention programming and integrated human services delivery that strengthens community capacity, particularly for people living in vulnerable circumstances.

FNMR supported the work of the Ministry of Education and the Office of the Treaty Commissioner (OTC) with their work on Treaty Education in the classroom by being a member of the Treaty Education Steering Committee.

Government, industry, and northern health agencies are exploring a new comprehensive socio-economic effects study.

The OTC, on behalf of the FSIN and the Government of Canada, asked the Province to consider changing its Observer status at the Treaty Table to an active role as a participant. FNMR began a government review to assess the implications of changing the Province's role at the Treaty Table within the context of recognizing that the primary Treaty relationship is between Canada and First Nations.

FNMR continued to support TPCS, as lead ministry, in exploring options with First Nations leadership, Elders and the federal government to establish a First Nations cultural centre that will serve as a keeping house for important sacred and ceremonial artifacts. (Minister's Mandate letter)

FNMR continued to explore, through political and officials' channels to engage the federal government in providing funding for a map of First Nations' traditional lands.

Progress in 2010-11

Measurement Results:

Number of collaborative provincial social policies and initiatives influenced by FNMR that have a direct impact on First Nations, Métis and northern people

FNMR influences provincial policies and initiatives through involvement in education, post-secondary education training and employment, health and social services, economic development, as well as environment and resource management.

The policy developments include, but are not limited to, the work required with implementing *Jordan's Principle*, negotiating self-government, facilitating economic development strategies, including NERs, supporting the formal relationships with the FSIN and MN-S, and building relationships with the OTC, First Nations, Métis, and northern communities, and the Government of Canada.

Developing common measures and indicators that demonstrate strengthened partnerships and relationships is a work in progress. Deliverables, such as MOUs, joint workplans, jointly-developed terms of reference, project teams and charters are outputs which point to success.

Create positive public awareness about First Nations and Métis issues and the contributions they make to the province

Results:

FNMR contributed to the efforts of TPCS to address the Trails of 1885 celebrations. Among other things the celebrations included a ceremony in Saskatoon to commemorate the 125th anniversary of the events of 1885. (Throne Speech 2009)

Supported the "Year of the Métis" including a special MN-S "Back to Batoche" celebration and provided assistance for the investiture of a Métis Sash in the Legislative Assembly in recognition of the past and current contributions of Métis people to the Province. (Throne Speech 2009)

Following the release of Environics Institute's Urban Aboriginal Peoples Study, the Ministry

supported Environics coordination of a community information session held in Regina to distribute Saskatchewan specific data from the study. The study was conducted by Environics with funding assistance from seven provincial ministries. The study results assist government in better understanding the experiences, aspirations and identities of urban Aboriginal people and the opportunities and barriers they face.

Through its First Nations and Métis Community Initiatives, FNMR provided 56 grants to support a variety of First Nations, Métis and northern events, projects and other initiatives aimed at preserving, celebrating and promoting First Nations and Métis history and culture, youth leadership, literacy, addressing women's concerns and honouring Aboriginal veterans.

Improve the effectiveness and efficiency of the Ministry's programs and services so as to ensure the best use of public funds

Results:

Northern mining companies' reporting requirements on the 'socio-economic benefits' their operations afford to northerners are being streamlined and coordinated through a single reporting window. This reduces companies' duplicative reporting requirements and their costs, while ensuring transparency, accountability, and public availability of the resulting information.

The widely-recognized NSEQC program was reviewed during the year, and its mandate was renewed by Order-in-Council for a fourth 5-year term.

The ministry has completed two value stream mapping projects to improve efficiencies and to streamline the Consultation Participation Fund procedures to expedite the processing time for applications. As well, an interim database is in the initial stages of development by the inter-ministerial working group that oversees duty to consult matters. The ministry is in the process of implementing the changes identified towards improvement and effectiveness of delivery.

2010-11 Financial Overview

Results at a Glance – Summary of Financial Results

The 2010-11 actual financial results are reported on for the period April 1, 2010 – March 31, 2011. The budget for the Ministry was \$85.7 million. Actual expenses came in at \$71.63 million or \$14.1 million less than the original budget.

The under expenditure was a result of the following:

Flow through gaming payment to the FNT, CDCs and CCDF were \$11.71 million less than expected due to lower net income for both SIGA and SGC casinos.

This under expenditure accounted for over 80 percent of the variance and is a result of overpayments in 2009-10 based on estimates that are reconciled in the subsequent fiscal year and reduced revenue for SGC casinos in the fiscal year, down from the original estimate.

Savings also occurred in Treaty Land Entitlements (\$795,000) as a result of less than anticipated expenditures for tax loss compensation and the First Nations and Métis Consultation Capacity Fund (\$1.3 million) as demand on the fund was less than anticipated.

FIRST NATIONS AND MÉTIS RELATIONS FINANCIAL OVERVIEW 2010-11

Schedule of Revenue

Program Subprogram	2010-11 Estimates \$000s	2010-11 Actuals \$000s	Variances: Over/ (Under) \$000	Notes
Revenue				
Loan Interest Revenue	228	110	(118)	¹
Refunds – Previous year's Expenditure	2	77	75	
Casual Revenue	1	13	12	
Management and Collection Services	-	20	20	
Ministry Revenue Total	231	220	11	

The above table outlines information on actual and budgeted expenses by sub-vote and sub-program. Variance explanations are provided for all variances that are greater than 5 percent and \$100,000.

Explanations of Major Revenue Variances:

1. Active accounts were paid off and the commercial loan program was closed resulting in the receipt of less interest.

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FIRST NATIONS AND MÉTIS RELATIONS FINANCIAL OVERVIEW 2010-11 Schedule of Expense					
Program	2009-10 Subprogram	2010-11 Estimates Actuals 000s	2010-11 Actuals \$000s	Variances: Over/(Under) \$000s	Notes
Central Management and Services (FN01)					
Minister's Salary (statutory)		44	45	45	0
Executive Management		1,536	1,732	1,412	(320) (1)
Central Services		993	1,028	923	(105) (2)
Accommodation Services		734	649	777	128 (3)
Policy Coordination and Support for Aboriginal Organizations (FN02)					
Policy and Coordination		1,814	1,320	1,448	128 (4)
Support for Aboriginal Organizations and Issues		1,125	1,097	970	(127) (5)
First Nations and Métis Consultation Capacity Fund		465	3,000	1,725	(1,275) (6)
First Nations and Métis Business Development Program		427	-	-	-
Gaming Agreements (FN03)					
First Nations Gaming Agreements		70,210	64,701	53,910	(10,791) (7)
Métis Development Fund		2,000	3,427	2,512	(915) (8)
Treaty Land Entitlements (FN04)					
Treaty Land Entitlements		4,384	4,891	4,096	(795) (9)
Northern Affairs Division (FN08)					
Northern Economic Development		-	2,684	2,653	(31)
Northern Development Fund- Loan Loss Provision		189	80	(14)	(94)
Northern Industry and Resource Development		-	894	900	6
Northern Social Development		-	185	273	88
Northern Economic Programs and Policy					
Regional and Program Services		1,303	-	-	-
Northern Development Fund		174	-	-	-
Northern Commercial Fish Freight Subsidy		233	-	-	-
Northern Enterprise Regions		279	-	-	-
Northern Industry and Resources Development (FN08)					
Northern Economic and Sector Developments		538	-	-	-
Northern Mine Monitoring & Community Liaison		174	-	-	-
Northern Saskatchewan Environmental Quality Committee		220	-	-	-
Appropriation		86,842	85,733	71,631	(14,103)
Amortization (FN07)		0	7	1	(6)
Capital Asset Acquisition		0	0	0	0
Expense Sub-Total		85,740	71,631	(14,109)	
Supplementary Estimates and Special Warrant Funding		-	-	-	-
Statutory Adjustment		-	-	-	-
Ministry Expense Total		86,842	85,740	71,631	(14,109)

2010-11 Financial Overview

The previous table outlines information on actual and budgeted expenses by sub-vote and sub-program. Variance explanations are provided for all variances that are greater than 5 percent and \$100,000.

Explanations of Major Expenditure Variances:

1. Ministers office and salary expenses were shared with Saskatchewan Gaming Corporation.
2. Contractual services and media placement were less than anticipated.
3. Accommodation costs were higher as a result of a delay in renovations at 1855 Victoria Avenue which delayed the transfer of staff from the Delta offices.
4. Variance in staffing projections.
5. Expenses in the wind-down of the Aboriginal Employment Development Program were lower than estimated.
6. Demands on the fund were less than estimated from participating Ministries and First Nations.
7. Recovery of 2009-10 overpayments as a result of the annual reconciliation and a reduction in SGC profits resulted in lower than anticipated payments to the CDCs and FNT.
8. Lower than forecasted SGC net revenue resulted in a lower payment to CCDF.
9. Negotiations on new agreements did not close as expected. Savings also occurred in Treaty Land Entitlements (\$795,000) as a result of less expenditures for tax loss compensation than anticipated.

Third Party

FNMR provided third-party funding for the following purposes in 2010-11:

SUPPORT FOR ABORIGINAL ORGANIZATIONS (\$2.67 million)

- First Nation and Métis Consultation Participation Fund: \$1.7 million. FNMR provides support to First Nations and Métis to enable participation in government-led consultations on permits, policies and plans that may impact their rights and interests.
- Métis Nation – Saskatchewan: \$385,000. The MN-S is the representative organization for Saskatchewan Métis people in ongoing relations with the Government of Saskatchewan on issues of mutual interest, such as programs and services, the Government's duty to consult with Métis communities, and Métis rights to hunt and fish.
- First Nations and Métis Community Initiative: \$162,250. Provided grants to organizations in support of preserving, celebrating and promoting First Nations and Métis history and culture, as well as capacity building for First Nations and Métis organizations.
- Federation of Saskatchewan Indian Nations: \$125,000. This funding supports the Bilateral Protocol signed in 2003 with the FSIN that provides a formal process for consultations between the Premier, Cabinet, and senior provincial officials and the Chief, Vice-Chiefs and FSIN officials on issues of mutual interest.
- Women's Initiative: \$35,000. Provided for work done by First Nations and Métis women's groups which is important to First Nations and Métis people and the social and economic development of the province as a whole. FNMR provides funding to First Nations and Métis women's organizations for policy development and program initiatives.

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- Former Program Commitments: \$258,500. To support previous commitments made under the former Aboriginal Employment Development Program and the First Nations and Métis Business Development Fund.

GAMING AGREEMENTS (\$56.25 million)

- First Nations Trust: \$40.42 million. Provided to the FNT for the purposes of economic development; social development; justice initiatives; educational development; recreational facilities operation and development; senior and youth programs; cultural development; community infrastructure development and maintenance; health initiatives; governance activities; Treaty protection; and charitable purposes.
- Community Development Corporations: \$13.32 million. Provided to the CDCs for the purposes of economic development; social development; justice initiatives; educational development; recreational facilities operation and development; senior and youth programs; cultural development; community infrastructure development and maintenance; health initiatives; and charitable purposes. The CDCs that were funded in 2010-11 were:
 - Bear Claw Community Development Incorporated \$60,000
 - BATC Community Development Corporation \$2.34 million
 - Northern Lights Community Development Corporation \$5.59 million
 - Painted Hand Community Development Corporation \$0.97 million
 - Dakota Dunes Community Development Corporation \$4.36 million
- Clarence Campeau Development Fund/Métis Development Fund: \$2.51 million. In accordance with section 25.5 of the *Saskatchewan Gaming Corporation Act*, the Government of Saskatchewan made payments to the CCDF for the purposes of economic development; the achievement of full Métis representation in the provincial economy; to maximize economic opportunity for Métis people; to facilitate business ventures that lead to further employment; and to contribute to the success of Métis people and communities in Saskatchewan.

TREATY LAND ENTITLEMENTS (\$3.38 million)

- Provincial contribution to Canada for TLE Settlement Agreements in 2010-11 was \$3.38 million (excluding payments for tax loss compensation). Treaty Land Entitlement is a process whereby the federal and provincial governments are fulfilling commitments to resolve TLE claims with First Nations. The TLE process exists because many First Nations did not receive the full land entitlement that was promised to them by Canada in the Treaties. The Government of Saskatchewan has a constitutional obligation to provide land to Canada to address outstanding treaty obligations, as stipulated in the *Natural Resources Transfer Agreement, 1930*.

REGIONAL OPERATIONS AND FINANCIAL PROGRAMS IN THE NORTH (\$1.59 million)

- Northern Development Fund: \$183,000. The NDF was established to stimulate and support economic and business development in northern Saskatchewan, and to encourage diversification and job creation. The grant component provides grants for marketing, research

2010-11 Financial Overview

and development; organizational development and business skills training; financial support to northern youth entrepreneurs for business skill development.

- Northern Commercial Fish Transportation Subsidy Program: \$251,000. Provided financial support for the commercial fishing industry in northern Saskatchewan through two components: a freight subsidy and a price-support mechanism. The freight subsidy helps equalize transportation costs for fishers from different regions throughout the North. The price-support mechanism compensates for reduced market prices or increased operating costs related to the harvest of one species only - mullet (suckers).
- Northern Enterprise Regions: \$1.1 million. Provided financial support to the three Northern Enterprise Regions.

For More Information

Additional information about FNMR is available on the Ministry's website, viewable on the internet at <http://www.fnmr.gov.sk.ca>.

The website includes both general and more detailed information about the Ministry, its programs and services, and legislation for which the Ministry is responsible.

For further information about First Nations and Métis Relations or to provide feedback about the Ministry's 2010-11 Annual Report and its performance results, please contact us:

Phone: (306) 787-6250

Email: webmaster@fnmr.gov.sk.ca

Mailing Address

First Nations and Métis Relations
1020 - 1855 Victoria Avenue
REGINA SK S4P 3T2

APPENDIX A – LEGISLATION

The Ministry of First Nations and Métis Relations is responsible for the following legislation:

- *The Indian and Native Affairs Act*
- *The Métis Act*
- *The Saskatchewan Gaming Corporation Act, Parts III and III.1*
- *Northern Affairs Act*
- *Northern Saskatchewan Economic Development Act*
- *The Government Organizations Act*
- *The Saskatchewan Natural Resources Transfer Agreement (Treaty Land Entitlement) Act*
- *The Treaty Land Entitlement Implementation Act*
- *Ministry of First Nations and Métis Relations Regulations (under The Government Organization Act)*
- *Northern Economic Development Regulations (under The Economic and Development Act)*
- *Commercial Fishing Production Incentive Regulations (under The Natural Resources Act)*

APPENDIX B – LISTING OF ACRONYMS

- **AAWG** - Aboriginal Affairs Working Group
- **ATHF** - Aboriginal Health Transition Fund
- **CCDF** - Clarence Campeau Development Fund
- **CDC** - Community Development Corporations
- **CIF** - Community Initiative Fund
- **CPF** - Consultation Policy Framework
- **CPSP** - Corrections, Public Safety and Policing
- **EFN** - Entitlement First Nations
- **ER** - Energy and Resources
- **ES** - Enterprise Saskatchewan
- **FFMC** - Freshwater Fish Marketing Corporation
- **FNMR** - First Nations and Métis Relations
- **FNT** - First Nations Trust
- **FNPA** - First Nations Power Authority
- **FSIN** - Federation of Saskatchewan Indian Nations
- **GFA** - Gaming Framework Agreement
- **GRF** - General Revenue Fund
- **MDF** - Métis Development Fund
- **MLFN** - Meadow Lake First Nations
- **MN-S** - Métis Nation - Saskatchewan
- **MOU** - Memorandum of Understanding
- **NA** - Northern Affairs
- **NAD** - Northern Administration District
- **NDA** - Northern Development Agreement
- **NDF** - Northern Development Fund
- **NER** - Northern Enterprise Regions
- **NLMC** - Northern Labour Market Committee
- **NMMS** - Northern Mines Monitoring Secretariat
- **NSEQC** - Northern Saskatchewan Environmental Quality Committee
- **OFI** - INAC - Office of the Federal Interlocutor - Indian and Northern Affairs Canada
- **OTC** - Office of the Treaty Commissioner
- **PX2** - Path to Extreme Success
- **RDCs** - Regional Development Corporations
- **SCFL** - Saskatchewan Co-operative Fisheries Limited
- **SGC** - Saskatchewan Gaming Corporation
- **SIGA** - Saskatchewan Indian Gaming Authority
- **SRC** - Saskatchewan Research Council
- **TALK** - Tell, Ask, Listen and Keep Safe
- **TLE** - Treaty Land Entitlement
- **TPCS** - Tourism, Parks, Culture and Sport
- **UDP** - Uranium Development Program
- **UAS** - Urban Aboriginal Strategy

Appendix C – Organizational Chart

